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HOW DEFENSE AGENCIES CONTROL PAPERWORK

As President of the Armed Forces Management Assn., I have become acutely aware of how individual and collective efforts can be directed toward improved management in the Defense establishment. In my connection with the Defense Supply Agency, I have also experienced at first-hand the sincere desire on the part of personnel to improve the efficiency and effectiveness of operations.

Certainly one of the major problems facing us is the flood of paper spewing from typewriter, computer, press and quick copying machines. Control of this paper has been of continuing interest and concern to both industry and government for many years. Management of paperwork has improved through a variety of programs aimed at reducing reporting requirements, improving forms, directives and communications, refining filing systems, and providing for the orderly and timely disposal of records. In spite of these efforts, our expanding population, economy and technology continue to increase the volume of paper.

This proliferation of paper necessitates our seeking new systems and techniques which go beyond conventional approaches. Modern technology, although contributing to this increase of paperwork, is also playing a significant role in helping to eliminate it. Improved procedures, systems and methods of communication, growing out of the concept of automation, offer the hope of escape from this jungle of forms and maze of reporting systems.

Much of the progress in the Department of Defense's battle in the management of paperwork has been realized through standardization and mechanization. For example, before adoption of standard requisitioning and issue procedures (called Milstrip) for ordering virtually everything in supplies, the Defense Department used 11 requisition forms. After initiation of this standard system, only three forms were required. With adoption of standard transportation and movement procedures (Milstamp) for movement of materiel by air, land, and sea, 85 different forms and documents were replaced by two basic forms.

Recognizing there are literally millions of requisitioning and transportation movement transactions within the Defense Department annually, it can be seen readily that the replacement of multiple forms or documents by one standard results in substantial savings in personnel time, filing equipment and office space. Milstrip and Milstamp are only two of many military standard systems now in use or under development in the Defense Department.

Within the Defense Supply Agency, standardization of automated systems is another factor contributing to reducing paper. Now under development is

a standard automated materiel management system which will be applicable to our six supply centers, and another automated system applicable to the warehousing and shipping function at all of our materiel shipping depots. Both systems will produce data for management information and reports in standard format, replacing individual formats devised locally by the various centers and depots.

Recently the Defense Department adopted an Automatic Addressing System (AAS) to expedite the flow of supply requisitions and related supply management traffic to appropriate destinations within the logistics complex. This system uses a computer facility co-located with an electronic communications switching center. In the AAS concept, supply transaction messages are addressed or routed through the switching center to their final destination by an automated process that imposes upon originators of messages only the requirement to address them to AAS. It does not depend on any routing indicator; addressing is done solely on the basis of content and text. When it is in operation, several million supply management transactions will be routed annually on a total automated basis.

Mechanization of reporting is another technique used both in industry and government to reduce paperwork. This provides for electrical transmission of data from field offices to a central point for processing by ADP equipment. Through the creation of a computer data bank, managers obtain on a timely basis essential data required for management decisions. This electronic system eliminates not only the manual preparation, processing consolidation formerly required, but also provides selected information from the voluminous data necessary for total management needs.

In the field of information retrieval, the Defense Documentation Center (DDC), a field activity of the Defense Supply Agency, has been able to increase its effectiveness substantially in the past two years through operation of its advanced automated data system. The number of Department of Defense scientific and technical documents processed in the DDC collection increases about 35% annually. Documents provided to military and civilian organizations have increased from one to $1\frac{1}{2}$ million per year. The number of bibliographic searches to identify documents containing information on a specific subject or by source, authors or contract increased 70% to nearly 10,000 annually. By the use of advanced ADP methods and equipment this growing workload has been handled without an increase in personnel.

In addition to the sophisticated systems, there remains a mission for the more prosaic techniques. Occasionally we lose sight of the fact that the effort to keep paperwork at an essential minimum is a daily battle to be fought out all along the line, with everyone participating. To keep this objective before our personnel at DSA, we often revert to a less sophisticated approach. A recent example is Operation Paper Tiger conducted by the Defense Personnel Support Center in Philadelphia.

Operation Paper Tiger was aimed at eliminating nonessential publications, reports and forms that invariably creep into a system from time to time. The Defense Personnel Support Center in Philadelphia was considered especially fertile ground for the operation because it is a new organization

resulting from consolidation of the Defense Subsistence Supply Center whose headquarters were at Chicago, Defense Medical Supply Center previously located at New York and the Defense Clothing & Textile Supply Center in Philadelphia.

With strong command support and utilization of posters and lively slogans, Operation Paper Tiger succeeded in capturing the interest of personnel with very significant results. For example, the Directorate of Clothing & Textiles combined two reports and saved \$800⁴; the Directorate of Subsistence established two form letters to avoid repetitive typing, saving \$720; by reducing the distribution of regulations, the controller saved \$2520 and the public affairs office saved \$3313 by eliminating certain procurement press releases. All amounts cited are annual recurring savings. Other organizational elements achieved savings by eliminating "nice to have" files, reducing the telephone directory by ten pages, and rooting out other unessential paper from the new organization. In a three-month campaign, Operation Paper Tiger produced annual recurring savings of over \$37,000. This same idea will be introduced throughout the Defense Supply Agency.

If we are not to be overwhelmed by a sea of paper in the future, both conventional approaches and the new developments of modern technology must be applied with imagination and foresight to meet the mounting problem. In the foregoing I have cited just a few examples of advances already made. I am confident that our managers will find the ways and means to bring the problem of paperwork management into its proper perspective.

BY: VICE ADMIRAL JOSEPHY M. LYLE, SC, USN
President, Armed Forces Management Assn.
Director, Defense Supply Agency, Alexandria, Va.